Value Creation Process

In responding to the risks and opportunities presented by megatrends driving major global changes through our business activities, the TAIYO YUDEN Group supports the evolution of a connected society and is building a value creation process aimed at realizing sustainable well-being throughout the world.

Mission Stronger and more socially aware through the wonders of science

Management Philosophy Employee well-being Betterment of local communities Responsibility to provide returns to shareholders

Achieve Sustainable Well-Being × Supporting the Evolution of a Connected Society

Megatrends

Macro Environment

- Climate change
- Tighter environmental regulations
- International trade friction
- Threat of natural disasters, infectious disease outbreaks
- Resource depletion
- Geopolitical risk

External Environment

- Digital twin (Coexistence with AI)
- Diversified means of transportation (Automobiles, mobility)
- Uninterrupted communication (Electronic devices in space, NTN)
- Energy (Power storage everywhere)
- Healthcare (Personalized medicine)

Operating Capital

FY2025

Financial Capital	
Total assets	¥615.5 billion
Equity ratio	56.0%
Intellectual Capital	
R&D expenses	¥14.5 billion
Manufactured Capital	
No. of production sites	19
Human Capital	
No. of consolidated employees	20,604
Social and Relationship Capital	
Years since founding	76
Years listed on a stock exchange	56
Natural Capital	
Energy (electricity) usage	1,058,150 MWh
Water usage	4,234 thousand m³

Leverage Through Business Activities

Vision

To be an excellent company that enjoys the trust and highest regard from all stakeholders

Creating Value Through Business Activities

- Improving economic value through strengthened QCD (Business continuity and expansion; and strengthening corporate growth potential)
- Enhance social value through environmental (E) and social (S) activities (Improving social and planetary sustainability)
- Governance (G) Improve management stability, support corporate activities, and strengthen stakeholder confidence

Business Opportunities

- Develop electronic components that provide high added value
- Develop devices that contribute to a sustainable society
- Develop solutions for well-being

Outcomes

Medium-Term Management Plan 2030

Economic Value	
Net sales	¥480 billion
Operating margin	15%
ROE	15%
ROIC	10%
Social Value	
Environmental	
Carbon neutrality (Scope 1+2)	Achieve by FY2050
Renewable energy adoption rate	FY2040 100%
GHG Scope 1+2 emissions (compared to FY2020)	FY2030 42% reduction
GHG Scope 3 emissions (compared to FY2021*)	FY2030 25% reduction
Social	
No. of serious occupational accidents	Zero (maintained)
HR Well-being Index	Improve 10% or higher by FY2030

* Scope 3 reduction targets are for categories 1 and 3.